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EXAMINING THE CURRENT MARKETING PRACTICES OF A NOT FOR PROFIT COMMUNITY MUSIC ORGANISATION, WHAT IS THE EFFECTIVENESS OF THOSE PRACTICES TO STAKEHOLDERS?

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I would also like to extend my thanks for the time and patience given to me by course tutor Kate Black.

Abstract

This dissertation provides an insight into marketing in the not for profit sector and in particular within the community music industry. The examination of the current marketing practices as alluded to in the title “examining the current marketing practices of a not for profit community music organisation” provides a perfect opportunity to outline the contemporary marketing models and how these are applied to the sector.

The research begins with a brief outline of the history of marketing in the not for profit sector. This sets the scene for further study of the not for profit music sector.

The dissertation provides research of an existing company and how current marketing is applied and the effectiveness of the practice to stakeholders.

The dissertation concludes with applied strategic marketing techniques on the research to provide a series of recommendations which may be used by the not for profit organisation concerned.

Declaration

This work is original and has not been submitted previously for any academic purpose. All secondary sources are acknowledged.

Signed: ____________________________

Date:______________________________

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1. Introduction

1.1 Background to the research

The researcher, Ian Anstee, is the owner and manager of his own company which is contracted to manage the affairs of Live Music Now and Signed Performance in Theatre. The roles involve marketing performances, fundraising for all activity, leading and managing people and day to day administration pertaining to a National Charity.

Ian has been involved in the marketing and provision of music performances since his graduation as a professional Tuba player from the Royal Northern College of Music with a distinction in professional performance. Ian went on to lead a very active performance career where he commissioned, performed and recorded around 200 original works for Tuba Quartet.

He was part of a movement to increase the accessibility of music especially to people who were not able to experience high quality music. This movement, supported by the British Council, enabled Ian to present music throughout Russia, Latvia, Western Europe and the USA.

Most recently Ian has been involved in the strategic planning for Live Music Now which helps young professional musicians hone their skills in order to deliver great music to everyone. Ian's in depth experience of the sector combined with the knowledge gained through a range of modules from the MBA provide an excellent background to this piece of research.

1.2 Research question

The aim of the research is to examine the current marketing practices of a not for profit community music organisation and relate that examination to the effectiveness of those practices to stakeholders.

The following research objectives have been developed through the researchers experience and observations of the organisation and the wider not for profit sector.
1)To gain an understanding of contemporary thinking around marketing in the not for profit sector
2)To examine the current level of marketing within a not for profit community music organisation with particular reference to stakeholders.
3)To review approaches to the marketing of activity used by organisations across the participatory music sector

The research will apply the aims within the context of the organisation and the wider sector and will help the researcher answer several questions, including:

- What are the inhibitors to providing great marketing?
- How are marketing methods used in the not for profit community music sector?

1.3 Justification for the research

The justification of the research is based on the advantages that an effective marketing structure can bring to an arts organisation within the not for profit sector when it is applied to transform activity to something more strategic. To be clear, Marketing should be seen as a strategic part of the business not a reason to promote the odd performance. The reason for undertaking such as study is because the researcher has been involved with the organisation for over twenty years and has only seen minimal improvement of recognition of the organisations work. Marketing within the organisation is worthy of being looked at and compared to others in the sector.

1.4 Methodology

The philosophy of the research will be based on Interpretivism and the research will be a combination of case study and action research. These approaches were chosen because, according to Fisher (2010), both are based on knowledge of the processes by which people in groups and societies make sense of their own world. In other words, it is recognised that human subjectivity and reality is socially constructed and therefore influenced by values and ways of seeing the world.

Fisher states that Interpretivism is carried out with the practitioners and there is an attempt to link practitioner and experiential knowledge with academic knowledge (Fisher, 2010). This relates directly to the methodology the researcher has in mind when undertaking the work.

Due to the small scale sampling available Action research seemed to be the best format. Elliot (1991) states "action research is about improving practice and observation" while Fisher's (2010) view is that action research "becomes the practitioner in everyday life and reflects the results for both the researcher and the organisation".

Case study involves a particular investigation of a phenomenon in a real life situation. It uses different sources of evidence (Saunders et al, 2009). Finally, open ended questionnaires will be used to collect data which will be interpreted in order generate information to validate the research. Internal and External stakeholders of the not for profit music organisation will be requested to complete the questionnaire.

1.5 Outline of the chapters

Chapter 1 – Introduction - provides the background of the research, an overview of the research aims and a brief description of the methodology adopted;
Chapter 2 – Literature Review - reviews the literature which the research is based on, to set out the theoretical foundation that underpins the research;

Chapter 3 – Methodology – describes and justifies the methodology which was used to collect and analyse data;
Chapter 4 – Findings – presents the findings of the research and analyses them in terms of relevance to the research issue;
Chapter 5 – Conclusions – sets out the conclusion of the research, reviews the research issues, evaluates the methodology of the study and highlights opportunities for further studies;
Chapter 6 – Recommendations – provides recommendations of how to use marketing in the not for profit sector when applied to a music organisation.

1.6 Definitions

Not for Profit – Although the Not for profit sector has been in existence longer than the for profit sector it has only been formally defined recently. Hansmann (1980) states "an organisation can only be not for profit if, after, wages and expenses have been taken into account. It is prohibited from dispersing any additional revenue to management or any other controlling personnel such as trustees.

1.7 Summary

This chapter provides a foundation for a more detailed description of the research. The research question and main aims are presented, together with a justification for the research. The following chapters will describe fully the research subject and its findings.

Key words: Marketing

2. Literature Review

2.1 Introduction

Marketing in the not for profit sector is argued by many scholars to be different from the for-profit sector. Simply put by Lovelock and Weinberg (1990) the differences are explained as: “within the profit sector the marketing function is concerned with developing goods and services which will then be sold to customers”. In contrast the not for profit sector has two constituencies within the marketing function and these are explained as “individuals who donate funds are rarely those who benefit from the services that the charity provides”. Sargeant (2009) argues that this over simplified observation does not take into account the multiple constituencies as “many organisations draw income from many sources” meaning that marketing has to appeal to a wide range of people.

In this light this chapter will concern itself with the not for profit sector. It will begin with a brief history of marketing in the not for profit sector. It will go on to consider a series of models which can be applied to the marketing function within the not for profit sector with direct relation to an arts organisation. The chapter will conclude with a description of the barriers and benefits to implementation of marketing strategies and a description of the different stakeholder involved.

2.2 Marketing in the not for profit sector

2.2.1 History

As previously stated the not for profit sector has been in existence longer than the for profit sector. However, until Kotler and Levy, Kotler and Zaltman and Shapiro published a series of articles between 1969 and 1973 which stated few people had applied marketing concepts and tools. Those articles argue: “Marketing is a pervasive societal activity that goes considerably beyond the selling of toothpaste, soap and steel. No attempt is made to examine whether the principles of good marketing in traditional product areas are transferable to the marketing of services, persons and ideas". In contrast Sargeant (2009) examines the idea that within the arts, marketing has been around for much longer. He states "Tudor England (and the arts at that time) was much more concerned with public order and vagrancy, two concepts which governments of this time saw as inextricably linked". In other words he observes marketing as not the traditional product area but one that is adjusted by the role of the government of the day.

During the 1970's and 1980's the sector saw a growth in the acceptance and adoption of the philosophy of societal growth. The most effective use of the methods came from those not for profits most similar to the for profit sector of which the arts (principally those organisation providing a public facing experience for example Symphony Orchestra's, Opera Companies and Theatres) was one of the early adopters. Exceptions to this rule were always the case when during this time it is notable to bring in the rise of the membership based organisation or perhaps the earliest form of Direct Debit Marketing. Yehudi Menuhin set up several membership based organisations which were not public facing but service providers for example The European String Teachers Association.

In the late 1980's the concept of marketing stretched into larger organisations who did not have a public face such as child abuse charities and other not for profits where no financial outlay is involved. This period also saw the development of 'social marketing with articles by people like Manoff (1985) and by Kotler and Roberto (1989). The obvious influence of the internet made a big difference during this period although Sargeant (2009) makes the point that the internet during this period supplements and complements rather than replaces existing provision.

The application of marketing in the not for profit sector saw a large growth period in the 1990's and can be summarised by looking at the growth in regular publications on the area and the number of university courses offered. During the period between 1995 and 2002 over 12 new publications on marketing in various areas of the not for profit sector were launched and over 240 courses were being offered in universities in the area compared with only 70 in 1995.

The start of the century saw even further growth in marketing within the sector (Andreasen,2006) this was in step with the growth of technology which included social media. The effect was supported by articles being published in many mainstream journals and the increase in books on the subject. Other major changes began to appear including the development of Non governmental organisations such as Oxfam. Possibly the biggest impact on the sector came from corporations who discovered major strategic advantages from partnerships with not for profit organisations. (Daw, 2006)

2.2.2 Marketing strategy

A strategy – as Mintzberg (1994) states in his book The Rise and Fall of Strategic Planning

1 Strategy is a plan, a "how," a means of getting from here to there.
2 Strategy is a pattern in actions over time; for example, a company that regularly markets very expensive products is using a "high end" strategy.
3 Strategy is position; that is, it reflects decisions to offer particular products or services in particular markets.
4 Strategy is perspective, that is, vision and direction.

As part of any strategy, tools are required to implement the marketing plan. There is not only one tool to determine the marketing strategy but a series of developing and evolving models which can be manipulated to apply to the circumstances of the not for profit sector in question. The strategies selected by the researcher are representative of those available and it is felt could be applied to the sector.

Porters Wheel of Competitive Strategy (Porter,1980) is a device for articulating the key aspects a firm's competitive strategy. This model was developed before much of the not for profit sector had engaged with marketing. An example of this strategy can be seen in Figure 1.1

As seen in figure 1.1 the hub of the wheel should have the organisations goals defined – these goals should relate to how the organisation will compete and objectives for profitability, growth, market share, distribution, manufacturing and labour. The spokes of the wheel as seen above have all those things which could be described as being operational.

Figure 1.1 – Wheel of Competitive Strategy – Porter, 1980

The weakness of this approach when looking at the not for profit sector would be the need to redesign the parameters in order to make them apply. As McLeish (2010) states "the not for profit manager must deal in the area of "services rendered" which, in most not for profit organisations, is a nebulous concept not easily measured or evaluated."

Portfolio analyses is also one of the methods used within industry before the not for profit sector adopted the technique. All variations of the approach rely on the work of the Boston Consulting Group (BCG). ***The Boston Matrix*** maps products on a two-dimensional matrix (Henderson,1970). The two most important factors, as identified by BCG, which apply to any business are Market Growth and Relative Market Share – these two taken at face value could be applied to the not for profit sector.

It may be difficult to define parameters to identify the market share however no impossible. An example of the Boston Matrix can be seen in Figure 1.2. The matrix works by plotting products as per their strength or limitations. A "star" product would be one with high growth and high relative share. These could be tomorrow's "cash cow".

Originally the matrix was defined by the analysis of 24 different commodities. One of the greatest failings of the Boston Matrix is that the foundations are based on commodity of products selling at market prices. Proctor (2008) continues the argument by saying "the substance of marketing is concerned with differentiating product for customers prepared to pay higher than the base to satisfy their particular needs and wants".

With the arrival of technology and globalisation it could be argued the models implicit assumption "that costs fall and that the business that gains the most experience will have the lowest cost" is also flawed because of the ease to rapidly acquire experience. In this respect the not for profit sector is no different – as the saturation of the market increases the opportunity to acquire the experience is ever present.

Figure 1.2 An example of The Boston Matrix

The Harvard Policy Model is a model designed to help an organisation develop a fit between its own capabilities and resources and the environment it finds itself in (McCleish, 2010). The premise is that a not for profit identifies the intended future that matches both the strengths and opportunities within the sector. It is the systematic use of the SWOT analysis which is at the heart of the model. Making sure that the Strengths, Weaknesses, Opportunities and Threats are of paramount importance.

The Harvard model first asks managers to look at Environmental trends: economic, political, social and technological. Once these have been analysed the manager would look at the internal strengths to decide what it is capable of delivering and which are beyond grasp. The model forces the manager to look at the values of the organisation and identify if the choices which need to be made for the future strategy to align with existing values. Finally the manager should place clients, customers and donors as the prime importance in taking decisions and the effect those decisions have on the strategic development of the organisation.

This model is good when looking at the strategic direction of the organisation. It uses the SWOT analysis in a systematic way which helps managers ask questions about themselves. This makes the process of future development much easier.

Michael Porter stated in 1985 “the attractiveness of a market or an industry is measured by the long term return on investment of the average firm. This in turn depends on five factors that influence profitability:

- The intensity of competition
- The existence of potential competitors who will enter if profits are high
- Substitute products that will attract customers if prices become high
- The bargaining power of customers
- The bargaining power of suppliers.

Porter’s five forces as it became known comes from his book Competitive Strategy: techniques for Analyzing Industries and Competitors. It is said that the role of the manager within the not for profit sector is to pay close attention to the five forces which McCleish (2010) goes further by stating it is the strategy which “allow the organisation to defend itself against these forces or turn in an institution’s favour”.

All of these forces have a direct implication on the not for profit world. In applying this model to the not for profit sector Andreason and Kotler (2008) state "that the choice of this strategy should be based upon evaluations of the organisations internal and external environments". In other words with this as with all strategies it is important to select the best method based upon the determining factors established within the marketing objectives.

Kay's (1993) **Distinctive Capabilities** is an example of a strategy where three factors could help organisations achieve a competitive advantage these are: architecture, reputation and innovation. Architecture being thought to be the relational contracts while reputation is key to communicating quality and innovation the basis for a competitive advantage. Low (1998) added to the theory in 1998 with several other factors before the move to the widely used Balanced Score Card (BSC)(Kaplan and Norton, 1996) became the instrument of choice to identify performance management techniques.

The BSC is a top down method for defining an organisation's goals and objectives (van Assen, Van den Berg, Pietersma, 2009). In particular the BSC looks at the strategic perspectives in four areas: Financial, Internal Business Processes, earning and Growth and Customers. The aim of the BSC is to implement organisational performance which leads to substantial and lasting performance improvement. An example of a Balanced Scorecard can be seen in Figure 1.3.

The BSC requires a company to translate the mission and vision. Kaplan and Norton state in their Harvard Business Review article of 2007 (Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review. 2007) "The BSC enables a company to align its management processes and focuses the entire organization on implementing long-term strategy."

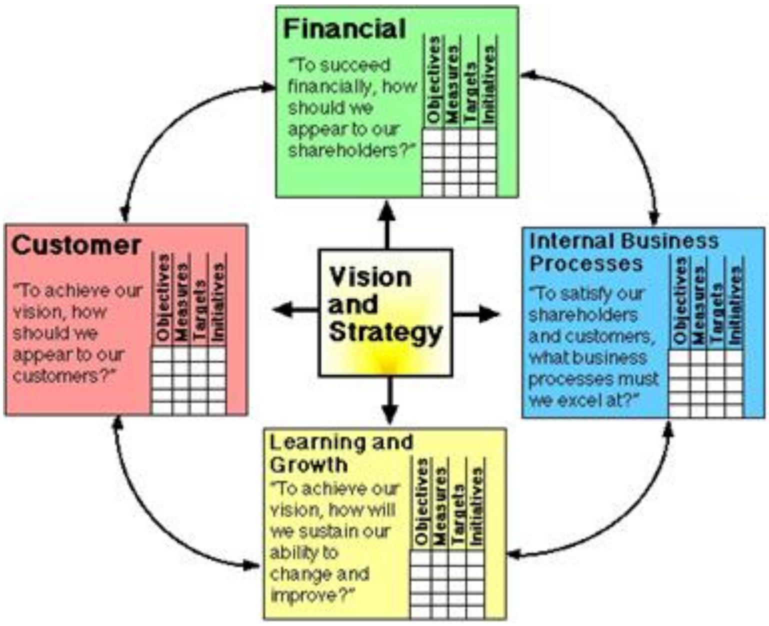

Figure 1.3 The Balanced Score Card

The Balanced Score Card is the most important model to be considered in the terms of the organisation in this research. The decision to make this the most important strategy is based on the comments from the internal and external stakeholders. The Vision and Strategy of the organisation needs to refer to all four of the Scorecard factors which will make an overall difference to the running, profile and profitability of the organisation. As Johnson et al (2011) state "It is fundamental to their existence that they have zeal to improve the interests of particular groups in society, but they also need to remain financially viable, which can lead to them being seen as over-commercial and spending too much on administration or promotional activities".

The organisation does not have any performance targets. By implementing a Balanced Scorecard approach the organisation could have a range of targets in areas other than financial. This would be an important consideration because of the sector in which the organisation operates. The fact the Score card looks at the four different perspectives provides an opportunity for the "managers to focus on more than one set of factors (e.g. financial) at the expense of others, while also keeping an eye on the future through innovation and learning".

Assen et al (2009) provide the down side for using the Balanced Scorecard approach by stating “it is not an easy task to find a correctly balanced set of performance indicators”. It is a complex approach to running an organisation it requires 12 – 16 indicators which are designed as a consensus with top management (in this case the Trustees and Directors) and then sub indicators which would be the responsibility of project managers and musicians. In order to make sure this approach works it would need to be updated on a regular basis by everyone – given the nature of the organisation (geographically dispersed) this may be perceived as a difficult task.

2.2.3 Marketing Main Activities

Marketing within the not for profit sector is a complex operation and provides the opportunity not only to place your cause in front of potential donors but also to affect government strategy to help income generation become a matter of policy. As Beresford (2004) states in his article for Community Care “ why is the political response to free personal care so lukewarm…… big charities like Age Concern and Help the aged are strongly behind it and service users are emphatic about its importance”. But as Mano states in her 2010 article Marketing and performance evaluations in non-profit services “the impact of dependence on government funding, more than on other resources, creates changes in internal processes in the organisation structure, expressed in professionalization, bureaucracy and loss of administrative identity”.

In the recent report Be Creative Be Well for Arts Council England Cameron, Crane and Ings (2011) saw first hand the importance of placing a strategic marketing policy at the heart of a complex community project, they gave this advice “make every effort to enlist the active support of local organisations – the ’familiar face on the estate’ is often an invaluable aid to marketing the project”

The main activities for any project will vary because of the nature of the people you will be working with and what you want to achieve. The 2010 Nesta report by Hasan and Thorsby recommends the culture sector “to the development of new products and services, (including public services, driving technological innovation, stimulating research, optimising human resources, branding and communicating values, inspiring people to learn and building communities.”

The Arts Council commission a further study to look at ‘Supporting Growth in the Arts Economy’. Erskine and Fleming made key observations that the arts is unique in that “the flow or value chains linking the various elements within the arts sector are more nuanced and complicated than is first thought.” They go on to state that “many arts organisations are early adopters and they provide and develop markets for new technology and new platforms”.

The advent of digital technology has provided some of the main sources of renewal. The age old practice of sending postal mail outs with leaflets, letters, posters and other assorted “gift” marketing key rings, pens, pencils etc still have their place but as Erskine and Fleming state in ‘Supporting Growth in the Arts Economy paper 2’ arts audiences are changing radically – digital technology continues to deliver change and has the potential to be far more transformative for artists and arts organisations”. The arts have been made ever more present in all homes by embracing those digital models to attract audiences such as: social media, the internet, mobile connectivity and digital television.

In 2007 Woodliffe and Bennett observe the effects of customer relationship marketing “customers (to film festivals) value and desire communications directly regarding the product”. Cramer (2010) discusses ‘A Case of Viral Outreach’ by talking about the impact of viral marketing “the internet opens up a new world of opportunities – people are now spending hours a day on social networking sites such as Facebook, what better way to get back in front of them than to use the same tools?”.

Due to the digitalisation of the arts it has become more of a global sector than ever before. It is not uncommon to see The London Symphony Orchestra performing live from somewhere like the wonderful Promenade Concert Hall in Singapore on BBC 3!

Dolnicar and Lazarevski argue in their article Marketing in non-profit organisations: an international perspective “that the competitive advantages that could be gained from using the full portfolio of the marketing toolbox are not harvested as successfully as they could be”. Does this mean that the Arts are at the forefront within the not for profit sector or have things moved on since the publication of this article in 2009?

2.2.4 The Future

Effective Marketing within any business allows the organisation to grow. Growth can occur in many forums – financial growth and brand recognition.

Marketing is moving away from the traditional use of mail outs and publicity and includes much more sophisticated forms involving technology. This technological revolution with in the marketing industry has allowed for organisations to track monitor and work with the known preferences of the population.

The goals of any marketing strategy are inevitably affected by the economy and the societal context within which the organisation in question operates. McLeish (2010) observes that the not for profit sector is experiencing more changes and pressure than ever before.

These changes and pressures have been brought about because of dwindling financial resources, increased constituent reticence, changing societal needs and unflagging competition. Many organisations are seeing the need to reorganise and focus on the future within the realms of these four factors. The need for a good marketing strategy is paramount and it should focus as per McCleish (2010) theory on “clients, constituents, volunteers and donors”.

Kotler provides us with a good definition of marketing in his text Strategic Marketing for Non profit Organisations “ the function of a non profit whose goal is to plan, price, promote and distribute the organisation’s programs and products by keeping in constant touch with the organisations various constituencies, uncovering their needs and expectations for the organisation and themselves, and building a program of communication to not only express the organisation's purpose and goals but also their mutually beneficial want-satisfying products."

In other words if an adequate job is done researching and understanding the needs and wants of its stakeholders, and design programmes to meet those needs, the selling job is greatly reduced. This process is made much easier if the message is consistent and all employees within the organisation are motivated to promote the organisation in this fashion. Within the current financial and competitive climate this is a challenge for most and impossible for others.

2.3 Marketing within the Not for Profit Music Sector

Ogden, Ogden and Long (2206) argue that Marketing in the Music sector has been around "as long as 36,000 years with discoveries that provide evidence of man playing music". This being said contemporary marketing within the music sector is complex and more than playing a nice piece of music that everyone may wish to listen to. Inhibitors and benefits would have existed and they would all have been in relation to stakeholders. The following sections bring us up to date with the current trends within the sector.

2.3.1 Inhibitors

The inhibitors to providing great marketing skills within the not for profit music sector are numerous and ever changing. McCleish (2010) sums up the issue in his text Successful Marketing Strategies for non profit organisations by stating "Marketing has grown up in the non profit world. In most quarters there is little need to hide the title "marketing" behind older catch phrases such as development director or membership director." He goes on to state "the non profit world is in great need of good Marketing Directors".

One such inhibitor to the use of certain types of marketing within the not for profit music sector is discussed by Svensson, Goran, Wood and Greg in 2011. They discuss the impact of Cause Related Marketing (CRM) "Companies that seek to enter into CRM with organisations that complements their already existing business profile". They go on to state that "it is a crucial concern to avoid making errors by cutting corners through the use of untrained labour which may provide unwanted or unexpected backlashes in the future for either partner".

Other scholars like Caust (2003) warn against a more businesslike approach "leading to the production of safe, consumer-orientated arts products which, in the end, may not be what the audience either wants or needs". Sargeant (2011) sums the debate up by saying " without creative freedom to explore new art forms, creative teams will be incapable of enriching society in which they work, yet without the income that the more popular art forms are capable of generating, individual arts organisations may simply fail to survive".

One of the principal inhibitors is the need to run an organisation in a businesslike fashion against the artistic output of the not for profit music organisation. Cooper from The Royal Opera House states "art and commerce have not been happy bedfellows. If we were to be completely commercial I might have to say to the opera director "We can only do popular productions, we can't do any modern works because they don't sell so many seats". Of course I don't say that because it doesn't get me anywhere (Ford1993).

2.3.2 Benefits

Many consumers may gain benefit from the characteristics of the artistic product – learning more about the piece of music, the life of the composer or revering the technical skill involved. The diagram in Figure1.4 shows the process an arts audience may progress through as they enjoy an evening of entertainment. The performance itself is only one part of the value chain and the challenge is for marketers to understand the point at which the consumer derives most value.

Figure 1.4 Value Chain of a theatre – Sargeant (2009)

Other people may find benefit from an event to "demonstrate their social position through their attendance" (Swanson and Davis 2006). Broadly we can categorise the benefits within the not for profit music sector as Social, emotional and artistic benefits. Kotler and Scheff (1997) acknowledge that arts can satisfy a need for social contact, since it provides material to discuss with others. The identification of a social need for a music performance should motivate the selection of material to perform. In a recent performance by a young ensemble it was noted that the quality of the music performed is also a large factor in the social experience of the customer. People behave differently when the performance is of a higher quality.

Boorsma (2006) is more effusive in his description of the benefit of marketing to the arts, he provides a reason why emotion should be part of the marketing strategy, he says "hedonistic fulfillment, emotional arousal and sensory stimulation experienced by the consumer" Once these emotions are tapped into then the Marketing Director can place these into the marketing mix.

The artistic benefits to marketing provide another example of how the consumer provides the finishing point for any concert and without those consumers the production would not be a concert merely a rehearsal. Boorsma' backs this strategy up by stating "consumers play a central role as co-producers in the final stage of the art process by giving meaning to the artifact". In this sense the job of the marketing team is to provide the consumer with the knowledge of the work, the communication skills and the attitude to enjoy the work. This relates directly to a targeted marketing plan when the segment of the market sought for a particular work. For example: There is no point doing folk music in a classical music venue.

2.3.3 Stakeholders

Kotler and Scheff in their article for the California Management review comment "if the essence of art is the relationship between artist and audience, the arts organisation must be vigilant in pursing both the artists' and the audiences' best interest". In other words, everybody needs to work together for the good of the sector as opposed to any one person's ego. Within the not for profit organisation a range of stakeholders will exist. The stakeholder mapping matrix (Figure 1.5) provides an opportunity to analyse the status of each group of stakeholders by looking at the level of interest each group has on imposing its expectations in the organisation's purpose and choice of strategy and the power each group has to influence strategy.

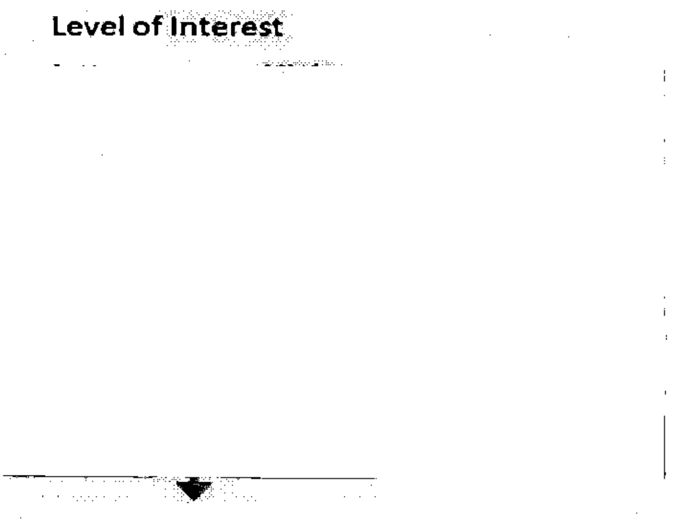

Figure 1.5 Stakeholder Mapping: the power/interest matrix (Scholes, et al 2011)

Below identifies the stakeholder groups within the not for profit community music organisation.

Administrators- This group of people have direct contact with both the musicians and the venues where the musicians work. It also is the principal source of income generation for the charity in the regions. The administrative team are generally a low paid freelance group. Within the sector the passion and drive to undertake a very high level of administrative skill is not related to the income generated from the work. They believe in what the organisation has done in the past and can identify with the benefits for the customer groups. This group of stakeholders has mixed influence as per the matrix in Figure 1.5. The senior managers have a high level of power and a high level of interest making them key players while the project managers and administrators have a lower level of power and a high interest.

Musicians/Practitioners – this is the principal method of disseminating information to other stakeholders and so this is the group of people who need to understand the strategy of the organisation. They need to be on message. This group has next to no power within the organisation but has a high level of interest. This group would sit within the Keep Informed section of the matrix.

Alumni – Like many arts organizations the organisation in question has a range of alumni who have been involved with the organisation and would be in a very good position to undertake activities based on goodwill. The group is substantial in number but thus far has little influence in the organisation. This group are within the "keep informed" section of the above matrix because they have no power but a high level of interest.

Venues – The organisation works in around 3000 venues every year performing to about 36000 people. In order to maximize each and every visit to each establishment it would be keen to expect the organisations to know who the work was being delivered to. The risk is that the venue identifies with the practitioner and not with the organisation who sent them. The venues have a high level of power because they can say they do not wish the organisation to visit but the level of interest is quite low-they like the product but would go to others if this organisation went out of business. For this reason they would sit in the keep informed quadrant of the matrix.

Client Groups – This group of people are made up of children who attend Special Educational Needs Schools and will have some form of disability and older people both with and without dementia who are either living in or attending a home for older people. Many have access to social networking tools and many of them talk about the experiences they have had with friends and relatives. This group has a low level of power and a lower level of interest quite simply because of the level of their ability to communicate their needs. Therefore this very important group would be classified as minimal effort in the eyes of this matrix. This belies the reality that this group is what the organisation is all about.

Sponsors/Funders – Not for profit organisations receive almost all of their funds through sponsorship of one type or another. This group of people contain the very large (and the very small) trusts and foundations, government funders, regional funders, local authorities, schools, homes for older people, individual donors and community fundraisers. The group provides the back bone to any marketing strategy and it is important to provide a comprehensive strategy to maintain a decent level of support. The funders weald a lot of power due to the nature of them providing the income for the organisation to work. The organisation is not in a position to pick and choose between which funders it works with. The sector of stakeholders is definitely in the key players category.

Volunteers – Volunteers are also a very important source of people. This group includes the non paid senior leadership team or in the case of the not for profit sector the group of Trustees. These people have the responsibility along with the senior manager for the strategic direction of the organisation. Invariably the same group of people are also Company Directors and so have a legal responsibility to maintain and provide accurate records. These records become much harder to keep without a strategy. The other volunteers with a not for profit organisation will be providing services such as: concert visiting, accommodation providers, monitoring personnel and stewards. The sector of stakeholder is split between two quadrants of the matrix in that the trustees of the organisation are key players because the weald a high level of power (they provide the strategic development) and they have a high degree of interest (founders involved in the organisation). The other volunteers have a high level of interest but no power placing them in the keep informed quadrant.

International Groups/Organisations – With the globalisation of the sector each organisation will have a range of stakeholder who cross over many boundaries but could be considered as a separate group. These people may be international funders or be involved in booking practitioners for international events. Within the not for profit concerned this group is relatively small. This group fits onto the matrix in a position of minimal effort because the current strategy is not to develop this group as income generators.

The Matrix helps us to identify ways of seeing which are is the most necessary to develop and the area where most of the need is situated. McLeish(2010) sums up the use of the matrix in terms of the current activity with the organisation very well he states “The need in most agencies is for their marketing units to drive change and create efficiency and stakeholder engagement within their casual ecosystems. Sadly this is often not the case.”

2.4 Summary

The aim of this literature review is to present the myriad of marketing opportunities which are available to the not for profit sector. The chapter has looked at strategic models which show that there is not just one way to develop a strategic marketing plan, but that with a set of models that can compete and complement each other.

The chapter moves through a discussion of the barriers and benefits of using any marketing strategy when applied to the not for profit music sector. A detailed look at the stakeholders in relation to the not for profit organisation concludes the literature review.

3 Methodology

3.1 Introduction

This chapter will present the methodology chosen to explore the research question. The Research Onion in figure 1.6 shows in a clear way the process of research: it illustrates the requirement of a strategic method to ensure the aims of the question are net and are cordially answered.

In this chapter there will be a brief description of the research philosophy in an attempt to link it with the literature review. The chapter continues with an explanation of the research strategy as it applies to the philosophy together with the limitations. The researcher goes on to include a description of adopted methods and concludes with a consideration of the ethical issues pertaining to the research.

Figure 1.6 – The Research Onion – Saunders, Lewis and Thornhill (2009)

3.2 Research Philosophy

The research philosophy is based on the outer two layers of 'the research onion'. This philosophy uses an assumption that the world is seen in a particular way. Moreover, the philosophy adopted will be influenced by practical considerations, the main influence of which is the researcher's particular view of the relationship between knowledge and the process by which it has developed (Saunders et al, 2009).

The research is based on the combined elements of Interpretivism and an Inductive approach. These approaches were chosen because, according to Fisher (2010), both are based on knowledge of the processes by which people in groups and societies make sense of their own world. In other words, it is recognised that human subjectivity and reality is socially constructed and therefore influenced by values and ways of seeing the world.

In talking about interpretivism Saunders et al (2009) “advocates that it is necessary for the researchers to understand differences between humans in our role as social actors. As humans we interpret our everyday social roles in accordance with the meaning that we and others give to these sets of roles. Fisher (2010) states interpretivism is carried out with the practitioners and there is an attempt to link practitioner and experiential knowledge with academic knowledge.

The research is interpretivist in nature because the researcher holds the view that the world is subjective and that view is generally associated with qualitative research. The interpretative approach allows the researcher to get closer to participants to interpret their subjective understanding of reality. This would normally relate to the capturing of data on expectations and experiences but this is a subjective matter.

The inductive approach will be part of this research when there is a close understanding of the research context (researcher being involved with then organisation for 20 years) and a flexible structure which permits changes to the research emphasis as it progresses.(Saunders et al. 2007).

3.3 Research Strategy

The strategy of the research takes two further layers of the research onion – strategy and choices. These two layers will help the researcher answer the question of this dissertation.

The aims of the research were closely referred to in the development of this strategy: to gain an understanding of contemporary thinking around marketing in the not for profit arts sector. Since the researcher was nine years old he has been involved with performing and marketing musical productions – at an early age selling tickets to family members to his present situation programming over 600 musical events per year. With this in mind, and considering, his passion for all types of music and making music as accessible as possible, it is easy to see how bringing the methodology and knowledge together to construct a project to be used in his future career.

The research will use two strategies Case Study and Action Research. The nature of the business lends itself directly to these two methods because it only has a small number of people involved within it and those people are geographically dispersed. Thus a small group of people will be involved in the sampling.

Case study has the ability to answer questions such as how, what and why. Robson (2002) states case study involves an empirical investigation of a particular phenomenon of the real life. This will allow the researcher to be able to understand the dissertation question and interpret the responses from the sample of people consulted.

Elliott (1991) provides an equally informative definition of Action Research by saying it is about improving practice and observation while Fisher (2010) goes on to say Action Research allows the practitioner to reflect upon the consequences for both the researcher and the organisation. In this circumstance, because the researcher is so involved with the organisation in question it provides a great opportunity for the researcher and organisation to benefit from the work.

3.3.1 Justification and adoption of Methods

A mixed methodology approach has been selected for this research. This research is based on a combined approach to research. The justification for this approach is because of the small number of people to answer questionnaires and so allows for a limited number of options. They are time and context dependent: “A student who accepts the ontological assumption associated with interpretative/constructivism that multiple realities exist that are time and context dependent …. Will choose to carry out (their) study using methods so that they can gain an understanding of the constructs held by people in that context” (Mertens, 2009).

The questionnaires will be analysed to provide mainly non numeric data. The quantitative data will be compiled to be presented in chapter 4. This will allow for a comparative view between stakeholder groups. The comparison will be made to provide a balanced view of the future requirements of the marketing needs for the organisation in question. This should allow the organisation to assess the need for more resources and what type of resources to invest into or not as the case may be.

3.3.2 Rejected methods

After carful considerations rejected methods include Experiment and Survey because they are more suitable for scientific projects. It is also acceptable to state these methods require a larger cohort of responders in order to justify these approaches.

Because of the nature of the research and the strategy employed Grounded Theory was rejected mainly because of the subjective nature of the method. Other methods which were too time consuming include Ethnography and Archival Research. Both of these methods could also be said to be too inductive for the nature of this project.

Due to the geographic location and the relationship the researcher has with stakeholders within the organisation interviews were rejected because of the inference and pre conceived idea some people may hold about the researcher.

Saunders et al (2009) provides an overall view on any adopted method of research by stating " One research method is no better than the other: it is worth emphasising that no research strategy is superior or inferior to any other".

3.4 Research design

The researcher has chosen to gain an understanding of contemporary thinking around marketing in the not for profit community music sector through consultation with internal and external stakeholder groups. The choice of group allows the researcher to apply two techniques which are: action research and case study methods. This will enable the researcher to present findings in a qualitative and quantitative study. The resulting study will allow the researcher to provide recommendations which the organisation could chose to act upon.

The questionnaire (appendix 2) and the ranking tables are wholly based on the research aims as set out in Chapter 1 and are influenced by the literature review from Chapter 2.

In order to make the study as useful as possible the responder will be asked a series of secondary questions in order to gain opinion as to the direction the organisation should take. This is an important part of the research as it helps to provide a level of evidence based research to provide to the Management of the organisation. It also is a valid way of providing relevant conclusions based on opinions from people who have a stake in how the organisation is run.

The following table provides a detailed analysis of how the research strategy will be employed.

Timeline	***Specific Tasks***	***Deliverables***
October 2012	*Read Academic Literature on research. Identify available approaches for this research project.*	*Background notes and an informed approach to research.*
November 2012	*Topic Selection for the research question based on the possibilities relating to the above and examples of similar projects.*	*Selected research question and aims.*
November and December 2012	*Undertake literature review. Meet Chester University Librarian to seek assistance, search data sources such as Emerald and EBSCO Host and academic literature such as Andreasen/Kotler, Strategic Marketing for Nonprofit Organizations and industry publications.*	*Notes and printed/saved journal articles*
December 2012	*Write dissertation proposal including a literature review of a suitable length to outline the project. Using above learning.*	*Dissertation Proposal*
January February 2013	*Research, design and develop and pilot a survey for organisational staff. Ensuring consideration of academic literature, such as Improving Survey Questions by Fowler*	*Send a survey to all staff members of the organisation concerned*
January/ February 2013	*Arrange, prepare questionnaires. Ensuring consideration is given to questioning technique and approach as recommended by literature to ensure the practitioner-researcher risk is minimised.*	*Send questionnaires to gain notes and data to inform the question*
March 2013	*Write the literature review based on the above research and selection of the research topic and aims*	*Completed Literature Review*
March - May 2013	*Write remaining chapters of the dissertation. Using standards as outlined by Page and supported by Black considering recommendations on suitable structure, style and content. Review the scoring criteria as outlined in the module handbook.*	*Completed dissertation conforming to the standards.*

Table 1 – Table of Strategic Development (Anstee, 2012)

3.5 Research procedures

The researcher contacted internal and external stakeholders in order to obtain permission to carry out the research. This contact was made through a board meeting of the organisation concerned and then via email to both internal and external stakeholder. The reason for placing an agenda item at the Directors meeting was to make sure all senior managers within the organisation understood the nature and context of the research and they all had the ability to notify their staff and those trustees they are in direct contact with. The information sheet (appendix1) was given to each participant at the beginning of the process. A three week period in which to take care and consideration when answering the questionnaire was agreed with each responder.

Twenty questionnaires were sent out. Ten were sent to people within the organisation (internal stakeholders) and ten people who have a great deal of interaction with the organisation from a range of organisations (External Stakeholders). Each group was given a set of 13 open ended questions which were then compared to generate primary statements. The answers were grouped in themes and placed in a series of diagrams as appropriate to provide an easy method of comparing any similarities between internal and external stakeholder responses. This method allowed the researcher to go on to make some recommendations based on the responses.

Although a relatively small sample of people were asked to take part in the research the number is significant in relation to the size of the organisation. The internal stakeholders were the only people available to undertake the work – Internal Stakeholder only number 13 in total. External Stakeholders were selected from a range of sectors (3 funders, 3 venues, 3 local authority representatives, 1consultant). These were selected on practical grounds because they have had a high level of interaction with the organisation and they are known to be reliable at providing responses to questions within a given time limit.

The questionnaires contained a range of mainly open questions for example: What would be the best marketing for the organisation? The full questionnaire can be seen in Appendix 2. The reason for asking questions in this manner is because of the geographically dispersed nature of the respondents. The content of each question is linked to the aims of the study. All questionnaires were returned. The data collected was then analysed which led to the findings as outlined in the next chapter.

3.6 Ethical considerations

The research undertaken on this dissertation has been carried out within the non-therapeutic category. In doing so the following ethical issues have been considered:

- **Research Design –** This helps to avoid. any possible harm to the participants within the design of the research.

- **Sample -** Decisions were made regarding the sample and the sample size to provide a balanced, valid set of results.

- **Data collection** - A great deal of care was taken in the nature of the question which is being tested. The design of the data collection is clearly described in section 3.4. Steps have been undertaken to ensure responders have been free to complete the questionnaire as openly as possible.

- **Unforeseen needs -** The subject permission was cleared as long as the research did not identify the company concerned.

Care should be taken when considering ethical issues because in the words of Saunders et al (2009) this has important implications for the negotiation of access to people and organisations and the collection of data.

An initial agenda item at a Directors meeting outlined the research and the intended internal and external stakeholders. This agenda item asked for permission to undertake the research explaining the context of that research. Emails were then sent to both internal and external stakeholders who would be asked to complete questionnaires. Every person contacted was offered the opportunity to view the research findings and ethical consideration was given to the way confidential answers were handled.

3.7 Summary

This chapter has described the processes and procedures that were followed in order to access the information needed to answer the research question and fulfil the objective of the dissertation in the most effective way possible.

The outline of the process behind the research strategy is revealed which helps to further understand the nature and background behind the project.

The Chapter concludes with a justification of the research methods selected, the research procedures being suggested and the ethical considerations taken into account when compiling the information.

4 Findings

4.1 Introduction

This chapter presents the findings of the research. These findings are based on the analysis of the questionnaire. The chapter goes on to provide an overview of the data collected including an explanation and justification of the analysis methods that were used and finally a summary of the findings.

4.2 Application of Methodology

The researcher contacted all senior members of staff in the organisation through an open forum held as part of quarterly Directors meetings. Questionnaires were sent out via email to potential responders.

The world in which the organisation operates involves a small number of people most of whom are known to the researcher. At times during this process the researcher has had a high level of contact. In every aspect of this research it has been made clear that responses should be objective and only provide the opinion of the individual completing the questionnaire. Every attempt has been made to prevent bias in the research. Every participant understood the context of the research and what the research was being used for. All participants sent back questionnaires following a short period of reflection.

4.3 Findings of the research questionnaire

The analysis of the data was made between two groups of stakeholders. The first group of Stakeholders were administrative staff (at all levels), practitioners and volunteers. The second group of stakeholders were selected from the following categories - Venues where activity is undertaken, funders who pay for activity and external advisors.

The questionnaire can be seen in appendix 2.

4.4 Description/Analysis of respondents

Following careful consideration the researcher has selected to use a case study approach to best showcase the type of work developed . According to Yin(1994) “two general strategies can be adopted for analysing case studies, these are: theoretical propositions and case description”.

The case study includes mixed model research that uses both quantitative and qualitative data collection techniques together with an interpretative approach which allowed the researcher to align himself with the stakeholders to interpret the subjective nature of reality.

The researcher has selected to undertake a descriptive case study to develop a series of themes and then use them as headings and sub-headings (Fisher, 2010). The questionnaires completed by Internal and External Stakeholders as seen in Appendix 2 will form the backbone of this approach.

Table 2 below shows the themes of the research and the number of responses to each theme.

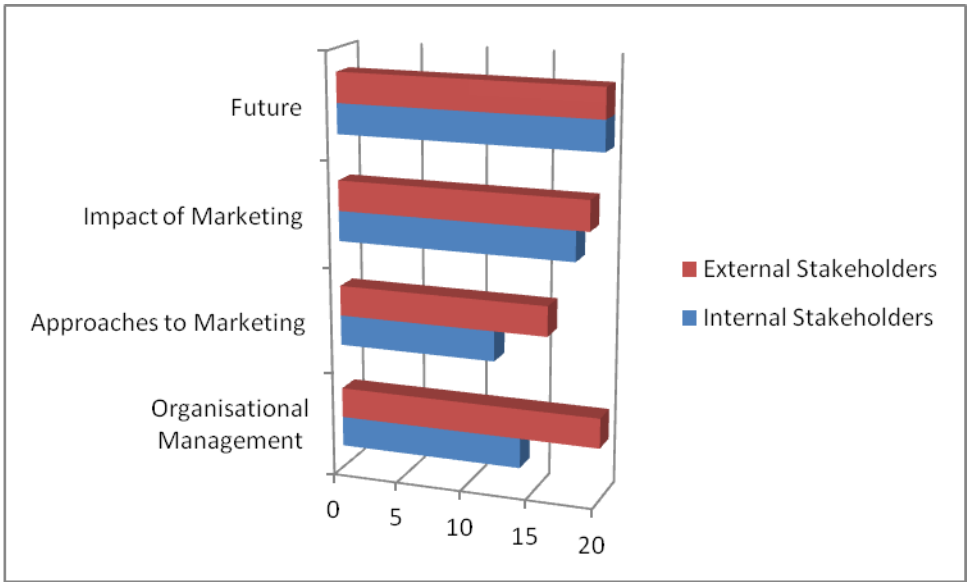

Table 2 Internal and External Responses by theme

Organisational Management

Both internal and external stakeholders observe a *“complex”* set up between the regional offices and the UK operation when asked how does the organisation undertake marketing. It was observed that while some articles have been presented in national press an overall consistent strategy of marketing is hard to observe.

The responsibility for the area of marketing within the organisation is not clear to external stakeholders with most saying they didn’t know while others used a default answer of Executive Director. It is interesting to note that none of the external stakeholder thought it was the responsibility of project managers to ensure suitable marketing was undertaken in conjunction with each project. Internal stakeholders were not much clearer in their observations – the full range of answers was given including the Trustees of the organisation. Much of the marketing for the organisation takes place on an ad hoc basis which is backed up by the observations of the stakeholders. Other organisation within the sector place a significant resource behind the marketing of the organisation and have grown their business accordingly placing them at the centre of the sector and being an organisation which is recognised outside of the sector.

Approaches to Marketing

The range of marketing was also a matter of difference between internal and external stakeholders. Internal responses gave a full range (below in Table 3) of methods including: printed material, website, social media, leaflets, telephone etc. The table below shows the spread of responses. It is interesting to note many of the Internal responders talked about printed material more than anything else. In contrast the external responses regarding the current range of marketing within the organisation gave only three responses facebook (social media), annual report (printed material) and web site. These spread of responses can be seen in Table 4.

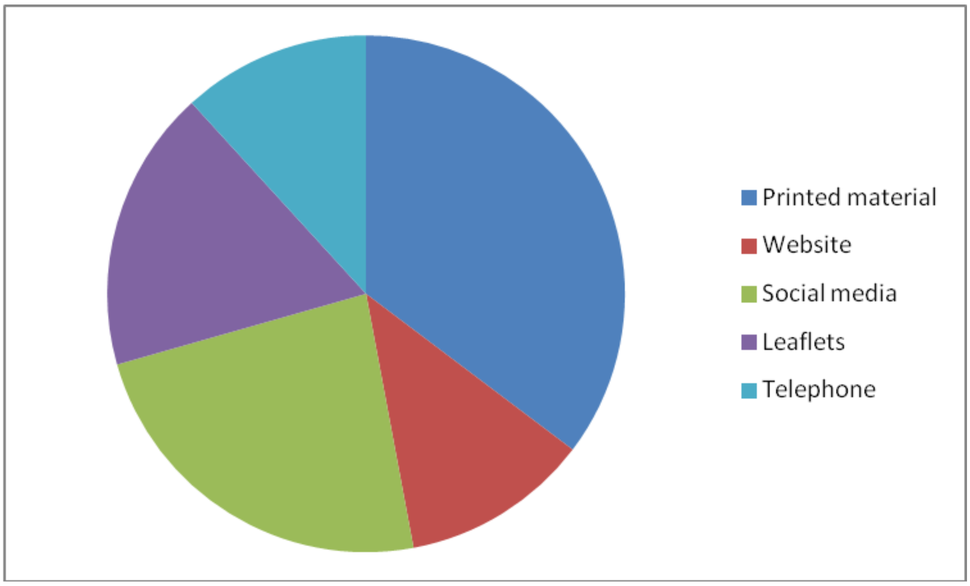

Table 3 Internal stakeholder responses to current Marketing

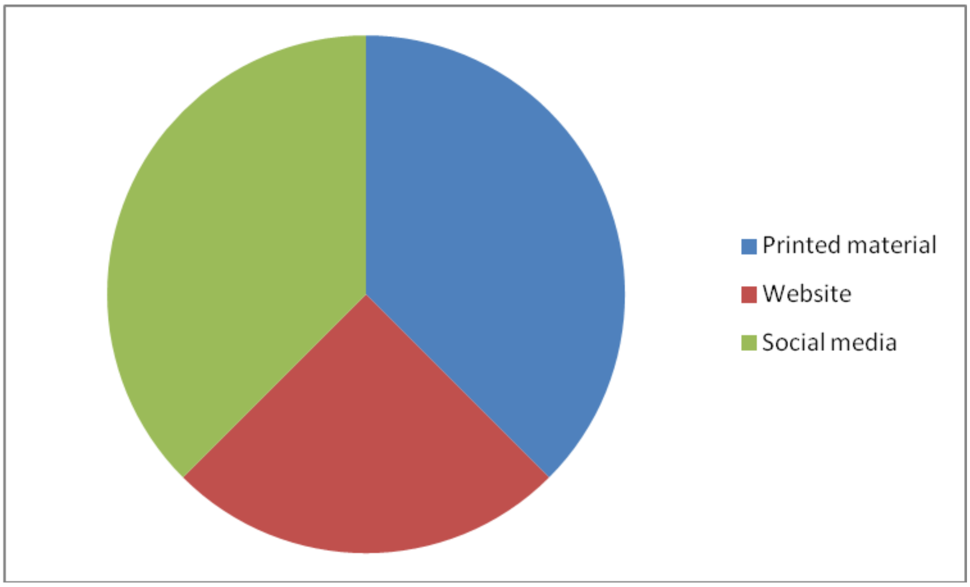

Table 4 External stakeholder responses to current marketing

It was viewed that the consistency of marketing was achieved but only at a certain level – annual reports are sent out with applications, funders are contacted when applications are submitted. The website is a consistent feature but not always up dated and facebook is most relevant in some geographical areas. It was agreed by some internal and nearly all external responses that the organisation produces reliable levels of marketing to a certain extent, one external stakeholder commented *“we regularly receive some kind of annual report (not always professionally printed) and the web site is a good resource if not a bit clunky”*– in contrast another response stated the marketing is *“lacklustre and does nothing to improve either the brand recognition of the charity or the relevance to the sector”*.

Impact of Marketing

According to both Internal and External Stakeholders the marketing does not seem to have any impact on either increased public awareness or increased revenue streams. One internal stakeholder commented *“the organisation has been operating at this level for many years and has not moved forwards either in the number of events or by increased income”*. The organisation has not seen an increase in revenue or an increase in output, in fact over the past three years, although only slightly, both factors have been in decrease. It is worth noting that in one case it was mentioned that an external stakeholder gave funds because of the consistent nature of the application and the knowledge that all activity was carried out in an appropriate manner – the stakeholder went on to say *“we never saw any other publicity regarding the organisation in between this connection”*. In contrast with others in the sector who have marketing departments and are in the public domain as *“looking after their donors”* as stated by another of the external stakeholders. It is evident to see that over the past few years the profile of a competitor within the sector has increased dramatically and as a consequence income has risen and output has increased. This statement was backed up by on of the internal stakeholders who said *“Nordoff Robbins is actively involved in the Classical Brit Awards and even has their own award (as part of the production) – we clearly can’t compete with this but a fundraiser and marketing officer which would help get someone famous onboard would certainly help”*.

Most people felt that they had no real idea if the marketing they undertake is being successful or not. Many felt that they didn’t know, with some external stakeholders not concerned because they were getting free events for their users. One internal stakeholder noted that no marketing is being tracked and that only cuttings are taken of where the organisation appears in the media, no parallel is drawn to spending on marketing to increased income. Once again, when asked if the organisation was more visible as a result of the marketing undertaken most people responded with negative answers when compared to others within the sector. One internal stakeholder drew attention to the web site "*being a good resource for the organisation"* and that it was a good tool for people to see but in contrast one external stakeholder said *"I don't see anything about the organisation anywhere"*.

When directly asked about income levels rising as a result of marketing internally nobody could say that a change either way had happened – many presumed it would if more investment was made. Externally it was interesting to note that from those people questioned the grant size had not risen for many years which one could conclude would reduce the amount available for marketing due to inflationary rise in the cost of doing things.

Future

When asked how the organisation could improve marketing (if it needed to) many of the stakeholders talked of employing specialists in the area. The internal responses made a comment about the overall role of the people employed stating they had to be experts at all forms of running a business from accounting, through to marketing. Most people within the business are on part time contracts and the expectation to undertake all parts of the role to the same level is felt to be unrealistic. It was felt that employing specialists within each area of the business would improve things – one person suggests a complete and radical restructure.

Many people through the questions outline the success of other organisations within the sector in attracting big names from within the industry and for attracting large concurrent funding. In particular, in questions ten and eleven people go on to state that other organisations are perceived as being more highly resourced in terms of marketing departments or officers. Some people who responded to these two questions also mentioned the perception that close contacts to corporate organisations have on increasing the ability to undertake successful marketing.

Many people thought the mixed method of marketing would be the best model to adopt – raising the profile of the organisation seemed to be biggest concern for external stakeholders and they saw little over the past few years to be able to document any improvement. Nobody within the questions committed themselves to any one form of marketing – which may mean people were unsure what marketing should be undertaken.

From further suggestions internal stakeholder reinforced the need to have more specialist help and strategy within the running of the organisation. One external response suggested *“joining forces with another within the sector to strengthen the position and to share resources”*.

4.5 Analysis of the quantitative research

The aim for this part of the research was to go further with the qualitative data and place a ranking on each section in order to provide clarity of direction when offering recommendations in the final chapter of the dissertation. It also allows the researcher to understand the need in three specific areas. These are:

- Effectiveness at increasing revenue of marketing categories
- The Marketing environment making the biggest impact
- Threats to the organisation

The responses of all twenty people were aggregated and placed in order. The research is split between internal and external stakeholders which provides a further comparison between the two groups.

Table 5 below shows seven marketing methods each suggested through the initial questionnaire and as seen in appendix 2. The participants were asked to rank the most effective marketing method which would increase revenue into the organisation.

Effectiveness at increasing revenue of the following marketing categories. Placed in order 1 being the most popular 7 being the least popular		
	Internal Stakeholder	External Stakeholder
Direct Marketing	7	7
Annual Report	3	2
Musician (in person sales)	2	5
Web site	4	4
Social Media	1	1
letters/emails	5	3
Publications	6	6

Table 5 – Effectiveness at increasing revenue

In looking at the figures it is clear both internal and external stakeholders feel that social media would allow more revenue to come into the organisation. The interesting part of the research comes through the ranking of the second and third places. Internal stakeholders see the musicians and annual report being revenue generators through in person sales whereas external stakeholders see the annual report, letters and emails as the highly placed marketing methods to generating further income for the organisation. It is agreed that publications and direct marketing are not worthy of future investment to bring in revenue for the organisation.

Marketing environment making the biggest impact (in terms of making the marketing work)currently on organisation X. Placed in order 1 being the most popular 6 being the least popular.		
	Internal Stakeholder	External Stakeholder
Cultural Environment	6	6
Political Environment	3	5
Fiscal Environment	2	1
Customers	5	4
Competition	4	3
Technological	1	2

Table 6 – Marketing environment making the biggest impact

Table 6 shows the marketing factor which would have the biggest current impact on the organisation. This is particularly related to the marketing work of the organisation. Surprisingly, the prime ranking is different. The internal stakeholders ranked technology as the biggest impact on marketing while the external stakeholder see the fiscal environment being the most influential. These are reversed for the second placed ranking. The only factor which is agreed upon is the lowest placed category with both internal and external stakeholders in agreement that the cultural environment has a low impact on the organisation. Customers, competition and political providing the middle ranked items with the biggest difference being the placing of the political environment with those internal stakeholders referencing the political environment substantially higher the external counterparts.

Threats to organisation X. Placed in order 1 being the most popular 4 being the least popular.		
	Internal Stakeholder	External Stakeholder
Availability of suitably qualified musicians	4	4
New Entrants into the market	2	2
Threat from musicians previously involved with the organisation	3	3
Competitors	1	1

Table 7 - Threats to the organisation

The final table shows the threats to the organisation. This allows the researcher to ascertain the perceived level of threat to the organisation from the point of view of internal and external stakeholders. Interestingly both are in agreement throughout the categories and that it is the competitive nature of the sector which provides the greatest threat to the organisation. The entry of new players into the sector provides the second biggest concern while responders also recognise the threat from musicians previously involved with the organisation becoming new entrants within the sector. The lowest threat to the organisation is perceived as the availability of suitably qualified musicians.

4.6 Summary

This chapter has presented the findings of a piece of research undertaken in relation to a single company through that organisation’s internal and external stakeholders. Qualitative and Quantitative approaches have been discussed and applied to all the answers provided.

Replies to the initial questionnaire were placed within a diagram to make sense of the similarities and differences between the responses. A case study approach was then adopted along the lines of the Yin (1994) Strategy.

The chapter concluded with an analysis of the further ranking tables presented to the internal and external stakeholders. This provided the researcher with an opportunity to identify the similarities and differences between the two groups and the needs and inefficiencies within the organisation.

5 Analysis & Conclusions

5.1 Introduction

This chapter will look at the findings from chapter 4 and including conclusions and recommendations which have been gleaned from the information in previous chapters. Initially the methodology from chapter 3 will be analysed in the context of the research.

Conclusions will be drawn together from the linking of the findings in chapter four, the aims in chapter 1 and the literature review in chapter 2. The chapter will go on to identify limitations to the research which will help those who follow this line of thought and chapter will conclude by highlighting further research within this area.

5.2 Critical evaluation of adopted methodology

The research strategy selected was a combination of case study and action research. The questions asked what, how and why and was related to the practices of a not for profit community music organisation. Questionnaires were sent out via email to twenty participants. Each person was asked not to discuss the answers given and each person was asked to answer as honestly as possible. The sample of people is small because of the size of the organisation which fitted with the action research method.

Action research also fits within the interpretivist research philosophy which has been engaged within. This fits with Saunders et al (2009) who state interpretivism allows people to interpret their everyday life, in accordance with the meaning of their roles which drives them to reflect on the consequences of their actions. When this is related to the size of the cohort of responders it is easy to justify that the group size was able to reflect exactly what they wanted to say within the realm of their role. The mixed methodology allows balance to be struck for each part of the research. The amount of qualitative data was given as a result of information given by the first responders and although a small number of responses it provides the researcher with a better comparative idea of the need. It also gave a more consistent analysis as it could be seen as a means to double check the initial research.

The initial quantitative research was done in order to allow people to respond how they wished and to provide a complete yet immediate view of the current level of marketing within a not for profit community music organisation. It gave a chance to review the current marketing practice of the organisation and those used by other not for profit community music organisations.

5.3 Analysis/conclusions about each research aims

The research aims were outlined in chapter 1 section 1.2. the following section presents each aim in turn and provide an analysis in order to verify its relevance to the research question and to the theory presented in chapter 2.

To gain an understanding of contemporary thinking around marketing in the not for profit sector

This aim was established because of the need to contextualise the dissertation. The aim also acts as a way of placing a level of background to the research and broaden the reach of the theme to provide a background to the not for profit sector. As stated in Chapter 2: “marketing” within the arts could be said to date back to Tudor times. While this could be the case what this dissertation is looking at is the application of contemporary thinking around marketing in the not for profit sector. The models as described in chapter 2 provide a reasonable guide to some of the many strategies available. The researcher could have included many other models and theories with relevance to marketing in the not for profit sector which include the marketing mix and the Market Expansion model by Ansoff.

The work had to start somewhere and this aim allows for the research to begin in a logical position by finding out what is happening now, why things are in place and how models influence those decisions. The most important model to the research was the Balanced Scorecard. This model was the “best fit” for the research because as stated by Johnson et al in 2009 it is “fundamental” to gain the best factors to improve the organisation. Although this model has a down side it is important to consider the existing working patterns of the administrative staff and how this type of model could easily be employed/integrated within existing CRM Database systems to monitor and track targets as agreed.

In terms of the relation to the responses gleaned from the questionnaires the knowledge levels within the organisation would be seen as limited due to the comments received such as *“The organisation doesn’t undertake any major marketing centrally. There have been a number of articles in the National Press relating to the work it does but these were not ‘marketing’ ‘but may have raised the profile of the organisation slightly”*. The external stakeholders don’t seem to have too much more to say only that *“The organisation has a complex arrangement for marketing and it does not seemed linked”*.

It is worth noting that within the ranking tables we can see the confirmation that most people felt that social media was the single most important contemporary marketing tool to be used for this organisation.

These answers justify why the aim was included and the extent to which the thread continues throughout Chapter 2 (The Literature Review) and Chapter 4 (The Findings).

To examine the current level of marketing within a not for profit community music organisation with particular reference to stakeholders.

This aim was included to assess the current levels of Marketing in a given organisation – it was an important part of the research to ascertain the different opinions of groups of Internal and External stakeholders. This was a crucial part of the research due to the need for an independent view because of the researchers connectivity to the organisation concerned. The stakeholders have been categorised within groups and the effectiveness of those groups as per the Matrix of Stakeholder Mapping by Scholes et al (2011).

This part of the research makes the project valid because of the level of responses. The responses themselves are revealing in that they provide a mixed reaction to the questions for example: *"I have no idea what we should be doing about marketing"* and *"we are too busy putting the show on the road for a lot of publicity to take place"* while the external stakeholder make comments like *"the organisation does not seem to shout about the work it does – it never has and I am not sure why"*. The responses fit in with the designation of stakeholders as part of Chapter 2 section 2.5.3. The one thing we can identify from this research is that a lot of people need to be kept informed (Matrix of Stakeholder Mapping, Scholes et al 2011) and the one thing the organisation seems to be quite poor at doing is keeping people informed.

The section in Chapter 2 (The Literature Review) provides a breakdown of the different stakeholder groups and outlines the Internal and External nature of them which provides an idea of the responders. It is fair to state that based on the research both groups of stakeholders state that marketing within the organisation is confused at best, certainly not consistent and more often non existent.

It is worth noting that within the ranking tables we can see the split in the groups of stakeholder with one group thinking the fiscal situation has the largest impact whereas the other think technology has the biggest impact in the current level of marketing in a not for profit organisation. These are worthy factors to be included in the Balanced Scorecard as some of the factors to make sure an improved delivery method is employed.

This aim can be summed up in the comment *"the organisation sometimes produces an annual report which soon becomes out of date – the web site is dull in the* *extreme and the production of any other printed material is not a reflection of the great work it does on a daily basis in venues throughout the country"*

<u>To review approaches to the marketing of activity used by organisations across the participatory music sector</u>

In the section within chapter 2 (The Literature Review), we can see through looking into the future what others within the sector are doing. The inclusion of this aim is to directly be able to compare what others are doing within the sector and what the organisation in question could be doing differently.

As Swanson and Davis (2006) discuss people attend or take part in arts events for many different reasons some doing so to "demonstrate their social position through their attendance". We can see from the inclusion of two questions to stakeholders that they feel more is being done by other organisations in the sector. They comment that *"the use of social media models or viral marketing is being widely used by some to make a difference to the level of recognition with young people and those at the cutting edge of technology"*. One comment states *"another organisation regularly uses video clips and shares those with potential income providers"*.

The section within Chapter 2 based upon the inhibitors for the organisation in question to move forwards is part of the answer. The section identifies the need for a greater proportion of experts to be employed by all not for profit organisations. The question relating to the profile of other organisations within the sector and how some think this is being affected by their increased marketing practices. This could be attributed to their perceived increased profile within the sector and to the wider population because they have marketing departments. These comments could be summed up by the quote *"other organisations within the sector seem to do much more in terms of connecting with potential client groups, possible funders and providers of the service"*. In other words other organisations are providing increased methods of connecting the message, making it easier for people to give funds (through schemes like Just Giving etc) and recruiting the best people through a consistent approach to institutions training the next generation of providers. It is worth noting that from the ranking tables everybody thought that the biggest threat would come from competition.

5.4 Analysis/conclusions about the research question

Examining the current marketing practices of a not for profit music organisation, what is the effectiveness of those practices to stakeholders?

The clarity of the responses can bring a conclusion which is could lead to a series of recommendations. The overarching concern is that the organisation is not consistent in the way it undertakes marketing.

The marketing of the organisation needs to harness the ideals employed in other organisation within the sector and make any new marketing relevant to the stakeholders both internal and external. In doing this the organisation should see an increased profile and a greater possibility of more income.

It is clear the current marketing practices do not relate to any particular model and seem to suggest and ad hoc nature to the marketing. The fact that some in the organisation could not say if they have a marketing strategy is illuminating. The organisation has a limited sense of making the marketing take any effect on stakeholders. It is very clear that those external stakeholders are not clear on how the marketing strategy works with the evidence suggesting it is confused at best. The research question reveals the true extent of the marketing within the organisation concerned and an underlying degree of resentment from internal stakeholders.

The greatest conclusion to arrive at would be that the organisation should engage with a new marketing practice and do everything it can to maintain those external stakeholders it still has.

5.5 Limitations of the study

Limitations existed in undertaking this research. One of the principal limitations involves the number of people able to be consulted. The researcher only had access to a limited number of external stakeholders due to the position held within the organisations. Other external stakeholders with a different view may have affected the conclusion of this research. A further limitation to the research was the relatively small sector to which the research applied. It could be assumed that researching marketing in a larger sector would be able to draw different and more robust conclusions. Finally, the research was limited by the scope of the dissertation. The researcher could have included detailed analysis of many different models and strategies but with only a limited number of words only a few short examples were included.

5.6 Opportunities for further research

The research looked into the marketing practices of a small not for profit arts organisation within the UK. Possibilities exist to extend the research through a much larger piece of work to compare the marketing practices within other organisations from the same sector. Research could also be undertaken to asses the differences within the global sector of arts organisations operating within the community. An analysis of the way different countries deal with marketing within this sector could provide a further research area and could provide a better model of marketing than is seen in the organisation in question.

6 Recommendations

Recommendation Number 1- Marketing Strategy

The organisation needs to implement a marketing strategy. It is clear the existing provision is not being implemented in a consistent manner or if any strategy exists or is kept up to date. All staff, supporters and musicians (Stakeholders) need to take ownership of the strategy in order to make sure it is implemented. This strategy should be disseminated by one person to as many people as possible at the same time. This could be done by using technology (e.g. webinar, podcast or online video) to alleviate any budgetary concerns.

Recommendation Number 2- Monitoring and evaluating the service – involve ALUMNI

The organisation should have a group of people who can physically attend events to make sure the direct contact between the organisation and external stakeholder group is translated appropriately. Good groups to engage in this type of activity would be the Alumni, current event providers and volunteers. Most importantly these people should have first hand experience of the organisation and be able to translate the message with passion and vigor. This may require the development of a pool of volunteers and alumni. This has not been an area of study in this dissertation and so comment should not be made as to the financial implication one way or another.

Recommendation Number 3- Printed Material

The organisation needs to produce on a consistent basis professionally printed material to be able to provide information to external stakeholders who need a physical reminder of the work of the organisation. Quite often printed material acts as an aide memoir for those people who may be able to provide a service, buy a service or fund a service. Printing costs have been reduced in recent years due to competition within the industry and the organisation should invest in this area and monitor the impact of the inclusion of this resource to the organisation.

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Appendix 1

<u>Questionnaire Information Sheet</u>

MBA Dissertation Title:	Examining the current marketing practices of a community music company, what is the effectiveness of those practices to stakeholders?
Purpose of the research:	The researcher is undertaking this questionnaire for the sole purpose of a final year dissertation as part of a Masters in Business Administration through the University of Chester. It is hoped through this study to be able to provide some recommendations to organisation X. Ian Anstee has worked for Organisation X for over 28 years both as a musician and as a Director. He knows the organisation inside out and would like to see the organisation develop. The undertaking of this qualification is meant to help the organisation. The organisation is anonymous because the Chairman stated that legal advice would need to be sought in order for publication to take part. This didn't fit into the strict timetable which resulted in the organisation being made anonymous.
Who is involved?	I have asked ten people from within the organisation (internal stakeholders) and ten people connected with the organisation through a range of means (external stakeholders).
Finally:	Taking part in this research is voluntary. Please let me know should you not wish to take part in this research or are not in a position to complete the information by the timescale as outlined below. No reference will be made to you or your organisation when the information is written into the dissertation. A copy of the dissertation will be available on request.
Deadlines:	Please send the attached spreadsheet back to me via email before the 18th February 2013.

Thank you for completing this information.

Appendix 2

Questionnaire

Name	
Organisation	
Role in Organisation	

1) How does Organisation X undertake marketing?
2) Who is responsible for marketing in the organisation?
3) What forms of marketing do you access?
4) What has been the impact of marketing?
5) Is marketing reliable from Organisation X? (Is it apparent for all activities)
6) Do you know if the marketing is being successful?
7) Is the organisation more visible as a result of the marketing?
8) Do income levels change as a result of Marketing?

9) How can Organisation X improve marketing?
10) What do you think the competitors do differently?
11) How do competitors attract more interest?
12) What would be the best marketing for the organisation
113 Any Further suggestions for organisation X?

Appendix 3

Tables

Please rank the effectiveness at increasing revenue of the following marketing categories by placing them in order 1 being highest and 8 being the lowest		
	Internal Stakeholder	External Stakeholder
Direct Marketing		
Annual Report		
Musician (in person sales)		
Web site		
Social Media		
letters/emails		
Publications		

Which marketing environment do you think has the biggest impact (in terms of making the marketing work)on organisation X. Rate from 1 -6 with 1 being the highest		
	Internal Stakeholder	External Stakeholder
Cultural Environment		
Political Environment		
Fiscal Environment		
Customers		
Competition		
Technological		

Please rank the following threats to organisation X using 1 as the most likely threat and 4 as the least likely		
	Internal Stakeholder	External Stakeholder
Availability of suitably qualified musicians		
New Entrants into the market		
Threat from musicians previously involved with the organisation		
Competitors		